



Capital Region Housing

The Way Home

Colliers Project Leaders
| Advisory Services



Strategy to Plan

May 3, 2017
700164-0031 (5.0)

CRH Revitalization Strategy

What?

- Create economically stable housing model
- Maximize performance & value of existing stock
- Minimize operating deficit
- Maximize value of invested dollars
- A structure that allows leveraging asset values & maximizing development opportunities

CRH Revitalization Strategy

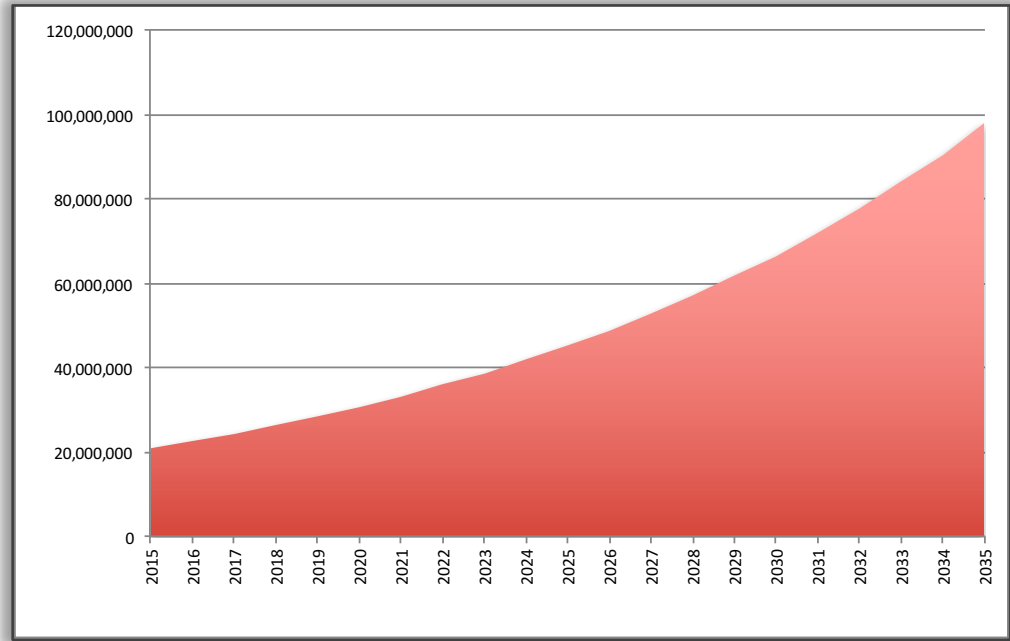
Why?

- City's economic and social health is tied to people living & working in the City
- Quality affordable housing supports healthy urbanization
- The highest value is returned with predictive stabilized model that is endorsed by our stakeholders.

Quantitative + Qualitative Return = Sustainable Housing

CRH Funding Dilemma

What's the Problem?



Projected Deficit

CRH Revitalization Strategy

What's our Plan?

LONG TERM OBJECTIVES

- Revitalized end-of-life social housing for the residents of the City of Edmonton
- Self-sustainable business model
- Decrease or eliminate dependence on gov. grants

SHORT TERM (PROJECT) OBJECTIVES

- Develop an assessment tool
- Understand the potential limitations and opportunities
- Develop a methodology for revitalization

CRH Revitalization Strategy

How do we judge success?

LONG TERM SUCCESS FACTORS

- Lasting self-sustainable housing
- Full optimal utilization of CRH's resources
- New governance model to facilitate increased investment opportunities in public housing

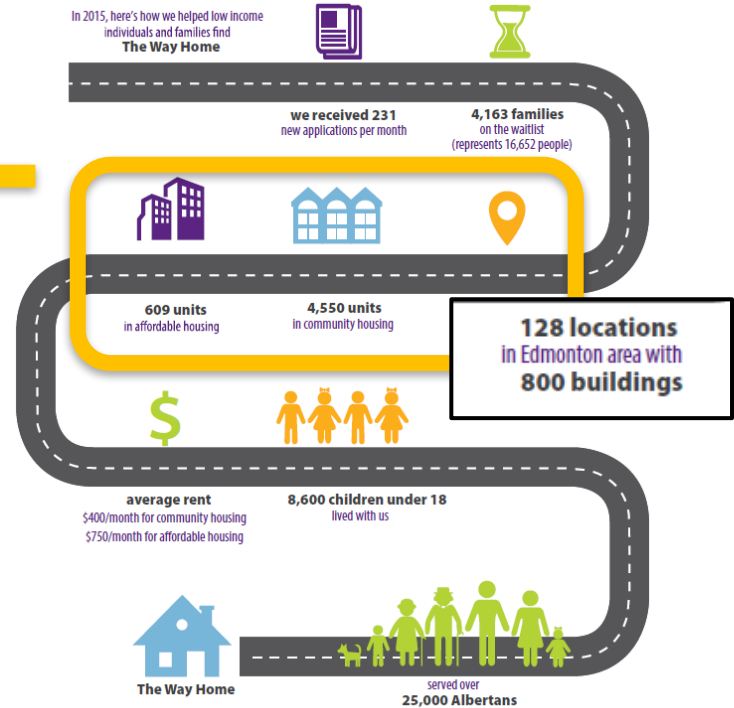
PROJECT SUCCESS FACTORS

- Effectiveness of the assessment tool
- Effectiveness in leveraging the value of the portfolio
- Effectiveness of the methodology in building awareness and partnership amongst key stakeholders

CRH Revitalization Strategy

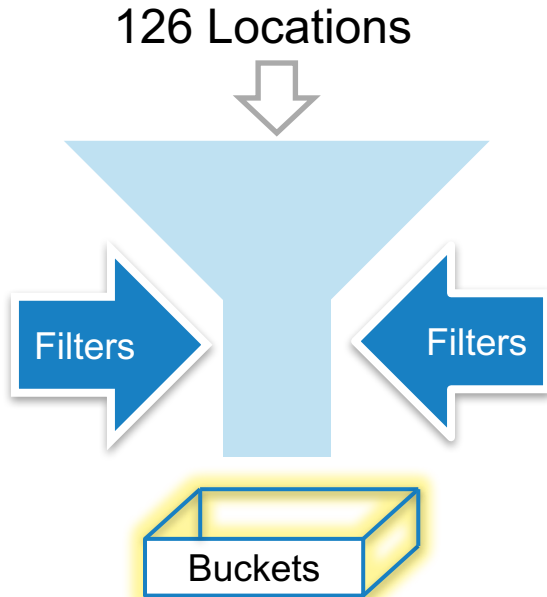
Understanding the Project

Needs	Targets	Challenges
<ul style="list-style-type: none"> Organizational & Project Objectives 	<ul style="list-style-type: none"> Product Quality Variety Positioning 	<ul style="list-style-type: none"> Social Housing Market Funding Governance Building Consensus
<p>Tactical Plan that meets expectations</p>		





CRH Revitalization Strategy

Defining our Portfolio - Apparatus



CRH Revitalization Strategy

Filters

-  Property Sorting Filters
-  Implementation Filters

Condition

FCI

- 30% < **Critical**
- 15% < **Poor** < 30%
- 10% < **Fair** < 15%
- 5% < **Good** < 10%
- 0% < **Excellent** < 5%

Densification Potential

Ex. Density
Zoning Reg.
Physical Constr.
Muni. Services

Housing Demand

Applications
Vacancy

Market Demand

Demographics
Economic Tr.
Employment
Income & Exp.

Location

Location Value
Concentration
Amenities
Transit

Financial

Revenues & Expenses
Municipal Taxes
Provincial Levees
Opportunity Cost
Funding Potential

Governance

Ownership
Governance

Funding

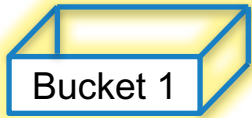
Land Sale
Debt
Govt. Grants
Community

CRH Revitalization Strategy

Buckets, Application of Filters

01

- Poor FCI
- Low Housing Demand
- High Op. Deficit
- High Opport. Cost
- No Densification Potential
- Single Family
- Multi-family

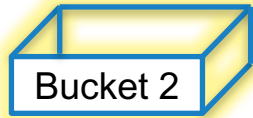


Bucket 1

Sell, Re-invest

02

- Poor FCI
- Med. To High Op. Deficit
- Densification Potential
- Strong Housing Demand
- Multi-family

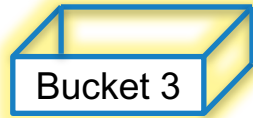


Bucket 2

Demolish, Rebuild, Densify

03

- Poor to Fair FCI
- Med. To High Op. Deficit
- Densification Potential
- Strong Housing Demand
- Multi-family



Bucket 3

Retain, Renovate, Expand

04

- Poor to Fair FCI
- Low To Med. Op. Deficit
- No Densification Potential
- Strong Housing Demand
- Multi-family

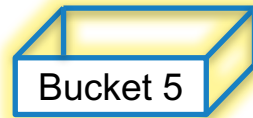


Bucket 4

Retain, Renovate, Reconfigure

05

- Fair to Good FCI
- Strong Housing Demand
- Low To Med. Op. Deficit
- No Densification Potential
- Multi-family

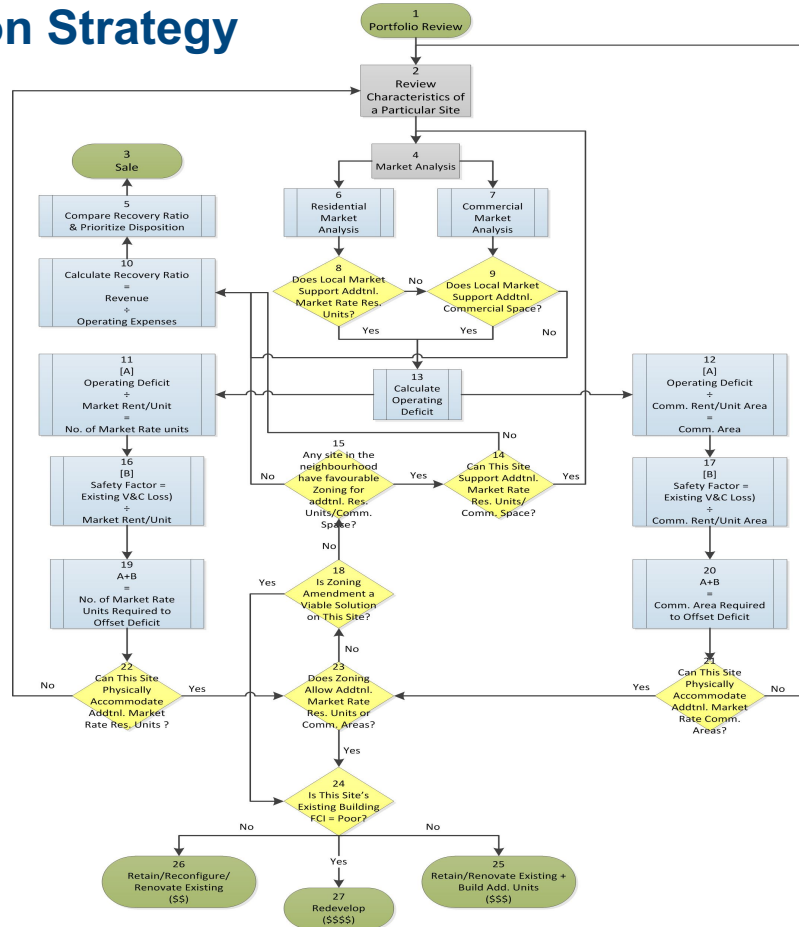


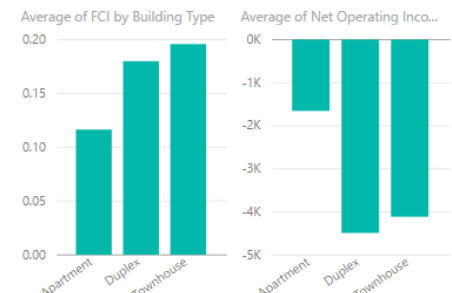
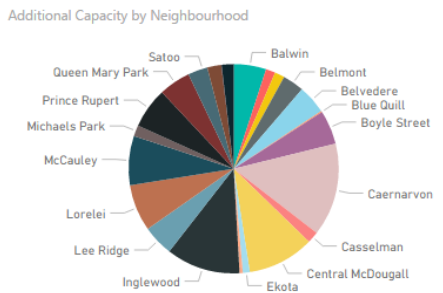
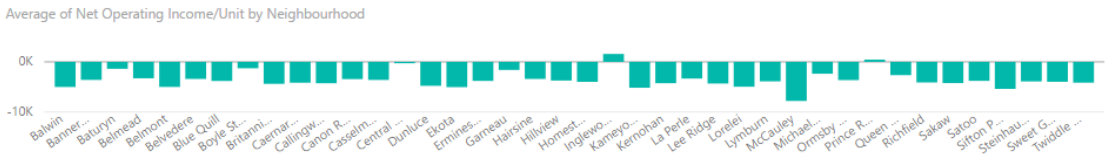
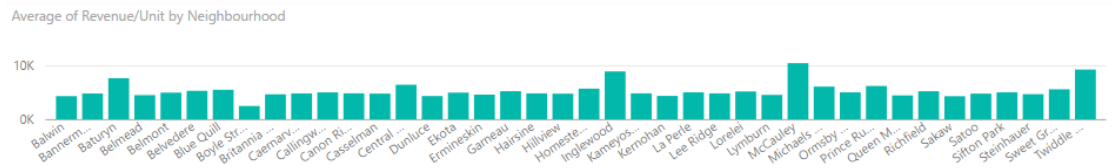
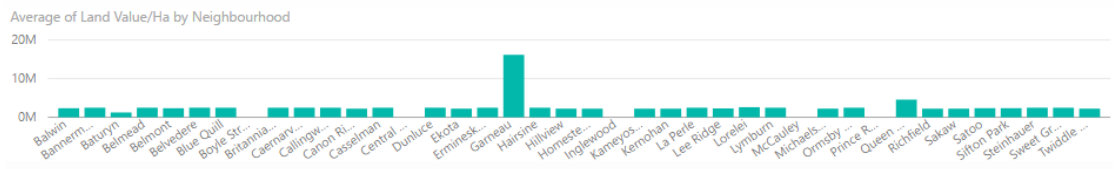
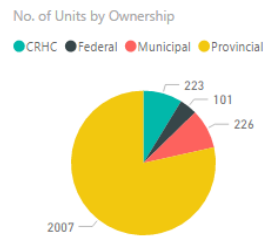
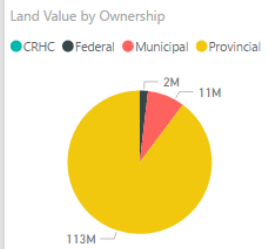
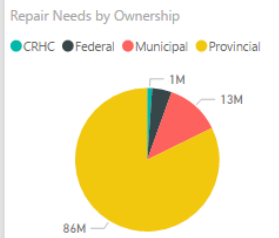
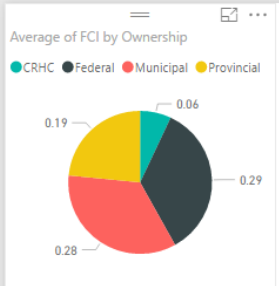
Bucket 5

Retain As-is

CRH Revitalization Strategy

Methodology





Search

Sheet1

- > 1 Bed
- > 2 Bed
- > 2014 Assessm...
- > 3 Bed
- > 4 Bed
- > 5 Bed
- > Additional Cap...
- > Address
- > Approx Living ...
- > Bachelor Units
- > Building Type
- > Expenses/Unit
- > FCI
- > Land Value
- > Land Value/Ha
- > Lot Size in Ha
- > Lot Size in sq. ...
- > Max Units Allo...
- > Neighbourhood
- > Net Operating...
- > No. Of Buildings
- > No. of Units
- > Ownership
- > Repair Needs
- > Replacement V...
- > Revenue/Unit
- > Site Name
- > Site No.
- > Units/Ha
- > Year Built
- > Zoning

Values

Drag data fields here

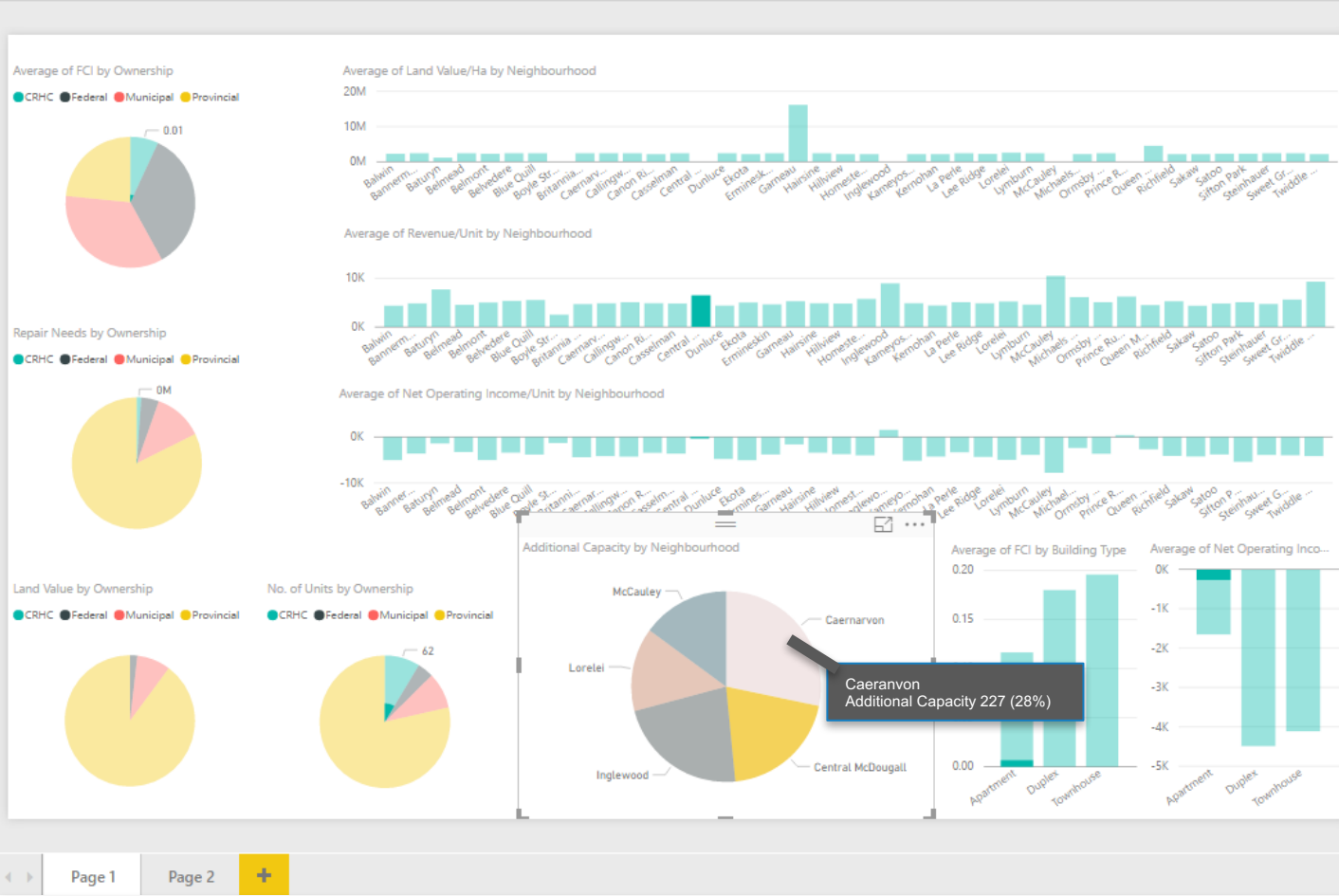
Filters

Page level filters

Drag data fields here

Report level filters

Drag data fields here



Visualizations

Fields

Search

Sheet1

- 1 Bed
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- No. Of Buildings
- No. of Units
- Ownership
- Repair Needs
- Replacement V...
- Revenue/Unit

Legend

Neighbourhood

Details

Drag data fields here

Values

Additional Capacity

Tooltips

Drag data fields here

Filters

Visual level filters

Additional Capacity is greater than 100

Neighbourhood(All)

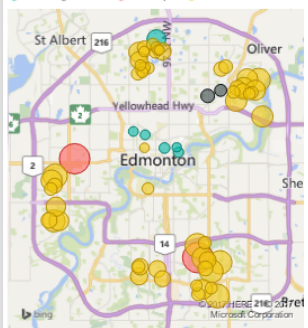
Page level filters

Drag data fields here



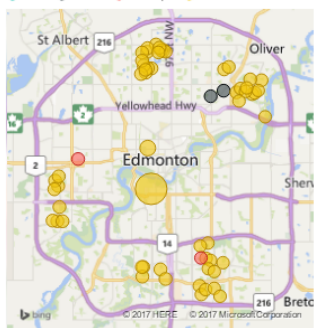
Lot Size in Ha by Address and Ownership

● CRHC ● Federal ● Municipal ● Provincial



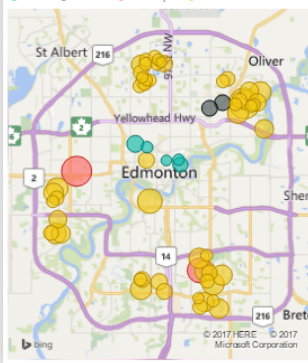
Land Value/Ha by Address and Ownership

● CRHC ● Federal ● Municipal ● Provincial



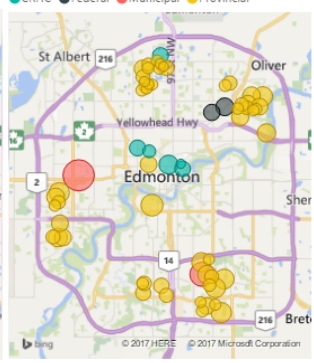
Replacement Value by Address and Ownership

● CRHC ● Federal ● Municipal ● Provincial



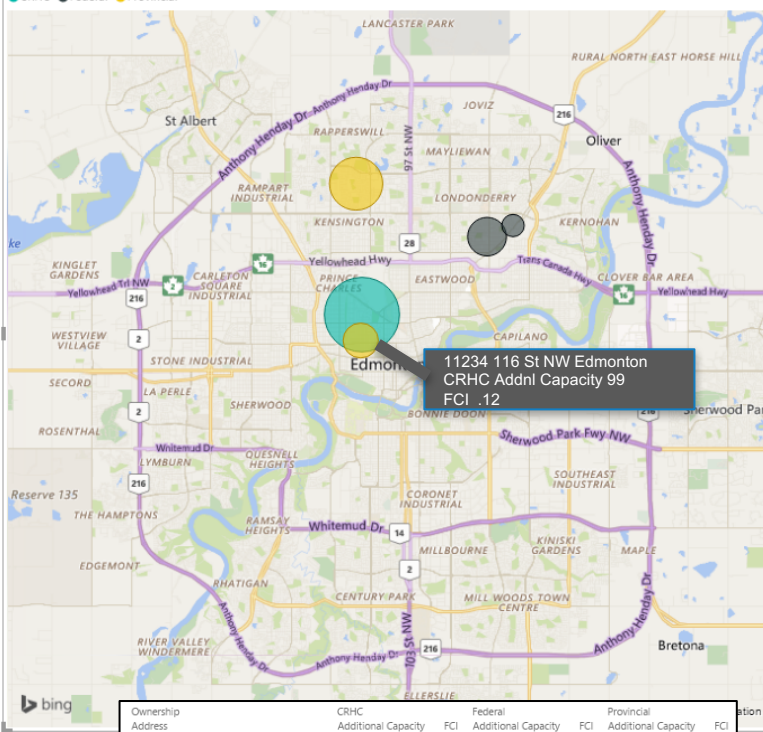
No. of Units by Address and Ownership

● CRHC ● Federal ● Municipal ● Provincial



Additional Capacity and FCI by Address and Ownership

● CRHC ● Federal ● Provincial



Ownership	CRHC	Federal	Provincial
Address	Additional Capacity	FCI	Additional Capacity
11234 116 St NW, Edmonton, AB T5G 2W1	99	0.25	
14825 118 St NW, Edmonton, AB TSX 3A6			87
6615 131A Ave, Edmonton, AB T5C 1Z5		79	0.12
10733 117 St NW, Edmonton, AB T5H 3N3			77
5516 134 Ave NW, Edmonton, AB TSA 2G9		70	0.45

Search

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- Units/Ha
- Year Built
- Zoning

Drag data fields here

Size

Additional Capacity

Color saturation

Drag data fields here

Tooltips

FCI

Filters

Visual level filters

Additional Capacity is greater than 50

Address(All)

Building Type(All)

FCI is greater than 0.1

Show items when the value:

is greater than

0.1

And Or

Apply filter



CRH Revitalization Strategy

Implementation Filters

Funding

- Market based Sustainable Solution
- Traditional resources and stability
- Leveraging Asset Value
- Leveraging Equity
- Raising Debt

Governance

- Policy Constraints
- Public Appeal
- Management and Ownership controls
- Board oversight

CRH Revitalization Strategy

Tactical to Strategy

